GEORGIA TECHNOLOGY AUTHORITY
PROGRESS REPORT **2003–2004**

Georgia Technology Authority
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GTA
Georgia Technology Authority

Making information technology...

Better.   *Smarter.*   *Faster.*   *More Secure.*

GTA

GTA
Georgia Technology Authority

Letter from the CIO

Tough financial times are a proving ground for organizations, both in government and private industry. It is the response to adverse conditions that defines how an organization functions—regardless of the economic situation.

In my 24-year career in state government, I have seen budgets that enabled us to expand services and years that called for belt-tightening. What I have learned is that how you use resources is every bit as important as the resources available to you. We must continually ask ourselves how we can add more value and how we can better use our assets. Those decisions will serve the state well in any economy.

GTA's value lies in its ability to support services provided by the state—increasing their effectiveness, reducing costs, and improving efficiency and speed. We are committed to strengthening the state's infrastructure and maximizing return on our IT investments.

This report illustrates GTA's role in establishing policies and standards and providing procurement and project management guidance to help state agencies use technology effectively. It also highlights GTA's achievements in providing telecommunications services, operating the state data center and maintaining the security of the state's information systems.

GTA aims to make state government IT **better. Smarter. Faster. More secure.** I hope you find our report informative and useful.

Tom Wade

Tom Wade
GTA Executive Director and State CIO

Executive Summary

GTA began operation in 2000 to bring the benefits of technology to Georgia state government. This report highlights GTA's efforts in 2003–2004 to make state IT function **better. Smarter. Faster. More secure.**

Better

GTA has begun working with state agencies to develop an IT blueprint—or enterprise architecture—that will bring about greater interoperability, sharing of data and integration, enhanced security and reductions in IT cost growth.

At any hour of the work day, 10,000 state workers are logged into applications supported by the state data center. Operated by GTA, the data center provides support for more than 125 state IT systems, such as personnel, payroll, purchasing, invoice payments, billing and payments to retirees for 100 agencies, including the largest agencies in state government. An upgrade of the state's human resources system began in 2003.

GTA reorganized its telecom division to enhance customer service and convenience. GTA provides telephones, wireless and data services in every Georgia county for all state agencies, colleges and universities operated by the Board of Regents, almost 1,200 city, county and school system offices, and 24 federal government offices.

To improve state network and Internet availability, GTA contracted to implement an industry best practice. The "smart ring" detects problems and prevents loss of connectivity to the mainframe and the Internet.

Smarter

Helping to ensure the success of critical technology projects in state government is the aim of a new critical review process. GTA works with the Governor's office and state agencies to monitor status, progress and issues affecting selected projects.

Smart decisions have led to cost reductions and increased efficiency. In 2003, GTA identified savings through many key decisions, including dismantling the state's long distance system, reducing long distance rates, disconnecting unused phone lines, rebidding and renegotiating contracts, offering cost-effective statewide contracts and pursuing new technology.

Faster

Several projects have resulted in quicker service and shorter waits for agencies and the constituents they serve. A Web site launched by GTA enables agencies to check the performance of their computer applications and systems at the data center. GTA technicians can spot emerging problems and work with the agency to take corrective measures before serious interruptions occur. A new policy allows state agencies flexibility to approve IT initiatives under $50,000.
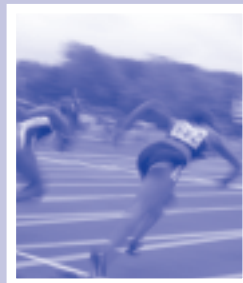
More Georgians are using the state portal, **www.georgia.gov**, to gain quick access to government information and services—without waits or visits to state offices. In the first 18 months that the service was available, almost 76,000 Georgians renewed their driver's license online or by phone without going to a state office. More than 2,200 times each day, parents use the portal to check the status of child support payments.

More secure

GTA protects state data and IT systems in a variety of ways, including obtaining federal assistance for security assessments, training agency personnel for IT emergencies and security measures, engaging agency participants in a Digital Academy session to study data security, establishing the Threat Management Center to alert agencies about possible attacks and forming the Computer Security Incident Response Team to investigate any intrusions in the state's computer network.

GTA's budget for FY 2004 totals $200.2 million, with $178.5 million in revenues generated by GTA and $21.7 million in appropriated funds.

Mission and Responsibilities

GTA Mission

To deliver secure, reliable technology services and solutions, and provide guidance and oversight that lead to sound decisions for Georgia government.

GTA Responsibilities

GTA manages the state's computer and telecom services and promotes the cost-effective use of technology in state and local government.

GTA's specific responsibilities are to:

- Establish the enterprise architecture for the state to integrate systems in a cost-effective manner.
- Establish policies and standards derived from the enterprise architecture for technology and security.
- Operate the state's data center and the telecommunications network.
- Develop and manage the state's Web portal to provide online government information and services.
- Promote interoperability of state systems through the portal, project management and procurement oversight.
- Coordinate the purchase of technology resources consistent with established policies and standards.
- Oversee IT projects costing more than $1 million to prevent waste and delay.
- Review and analyze IT budgets and strategic plans.
- Facilitate statewide strategic planning to build a technology-enabled government.

Better

More efficient use of IT

State agencies and GTA are working together to develop an IT blueprint—or enterprise architecture—that will result in greater interoperability, sharing of data and integration, enhanced security and reductions in cost growth for IT.

During spring 2003, agencies began work that will serve as the business priorities for Georgia's IT blueprint. GTA met with leaders from state agencies grouped into six communities of interest: education, health and social services, economic development, public safety, finance and administration, and legal and regulatory. These sessions included discussions about customer expectations and the inhibitors agencies face in meeting them. The groups discussed ways in which an IT blueprint can offer solutions to agencies' business needs. The IT blueprint will provide for developing reference architectures, standards, an annual planning cycle, a migration plan and an annual state technology plan.

When it is completed, the IT blueprint will help agencies match technology with business goals and collaborate across agency boundaries to provide more efficient and effective services.

Reliable, dependable data systems

At any hour of the work day, 10,000 state workers are logged into applications supported by the state data center. All IT systems operated by GTA worked in support of agency applications for more than 96% of the time scheduled for FY 2003, surpassing the data center's goal of 95%. Systems availability topped 7,200 hours for the fiscal year.

The state data center provides support for more than 125 state IT systems, such as personnel, payroll, purchasing, invoice payments, billing and payments to retirees for 100 agencies, including the largest agencies in state government. The center also manages operations for critical computer systems such as law enforcement, child support payments, temporary assistance to needy families and revenue collections.

Convenience for telecom customers

GTA updated the catalog of telecommunications services and is revising bills to include more user-friendly descriptions of items billed to state agencies. GTA also is pursuing options for bundling services to further simplify pricing and billing.

To increase consistency and accountability, GTA reorganized its telecom division. In fall 2003, GTA returned full customer service operations to its Milledgeville regional office and established three regional offices in metropolitan Atlanta. The Columbus regional office will offer full customer services in early 2004. New business processes standardize operations and procedures in every office and enhance service delivery. Many of the changes are in accord with the Governor's Telecommunications and Technology Task Force and feedback from agencies.

GTA provides telephones, wireless and data services in every Georgia county to all state agencies, colleges and universities operated by the Board of Regents, 1,190 city, county and school system offices, and 24 federal government offices. GTA provides and supports:

- 142,471 Centrex telephone lines
- 25,247 PBX telephone lines
- 110 PBX trunk lines
- 15,780 telephone lines in college or university dormitories
- 5,390 business lines (those that are not Centrex or PBX)
- 8,891 ISDN lines for high-speed transmission of voice, data and video signals
- 10,941 data circuits
- 1,498 routers for transmitting data
- 49,236 voice mail boxes
- 257 automated telephone attendants
- 19,148 telephone calling cards
- 14,703 authorization codes (used to control long distance access)
- 27,880 pagers
- local area networks for nine state agencies

HR system upgrade to bring cost savings and convenience

GTA is upgrading the state's PeopleSoft human resources and financial systems. The first project, upgrading the Human Resources Management System (HRMS), began in September 2003 and will be completed in November 2004. The upgrade was necessary because PeopleSoft no longer supports the version the state has used since 1999. Because the upgrade is financed entirely through the Universal Service Fund, agencies will not incur any direct costs. The upgraded version will save money and simplify the operating environment for users and provide employees with convenient, self-service options.

Since the new version works over a secure Web site:
- agencies won't need to invest in new computers because users only need a browser;
- no executable files will be stored on users' computers, resulting in less need for technical support;
- employees will be able to update their own personal information, such as address changes, freeing human resources staff from clerical tasks; and
- employees with direct deposit will get their paycheck vouchers through a secure Web site. Eliminating printed vouchers will save an estimated $86,000 annually.

The upgrade of the financial system is scheduled to begin in early 2004.

The PeopleSoft human resources and financial systems manage:
- payroll checks for 65,000 state employees
- retirement checks for 45,000 retirees
- a database of 85,000 active members of the Employees Retirement System
- benefits processing for more than 100 agencies
- 1099s and W2s for more than 70 state entities
- processing of payments to 100,000 vendors

"Smart ring" to improve state network and Internet availability

GTA contracted with BellSouth to provide a "smart ring," an industry best practice, to maintain network availability. The smart ring, or SONET (Synchronous Optical Network) ring, detects problems and creates an alternate path for data to travel, preventing loss of connectivity to the mainframe and the Internet. GTA is designing additional disaster recovery/redundancy protections for the state network, including streamlining the state's core telecom network and moving to modern redundant technology.

Partnerships with state agencies for IT success

GTA has built relationships with state agencies through several groups that meet regularly to deal with common issues related to technology:

The agency heads advisory group includes leaders of more than 25 state agencies who meet monthly with GTA to discuss issues affecting their telecommunications and information technology operations.

The CIO council, composed of agency chief information officers and GTA representatives, works to set priorities for technology initiatives and standards that promote interoperability and security.

The Information Security Officers (ISO) working group brings agency ISOs together to increase awareness of security and develop an informal IT security infrastructure through which reports and alerts are disseminated.

Modification to $TARS improves performance

$TARS distributes child support payments and connects with other applications to assist in collections. A change to the application enables it to provide information more quickly and consume fewer resources on the state's mainframe.

By storing frequent queries to the database, GTA has reduced by 60% daily queries the system must process. The modification reduces the time it takes for child support workers to obtain information about cases.

In addition, the Department of Human Resources (DHR) and GTA formed a task force that made changes that enable child support workers to enter a case into the system in 75% less time. The task force reduced the time necessary to enter a case to just 10 minutes, rather than 45 minutes, enabling workers to devote more time to enforcement activities.

Improved customer service

GTA is retooling its business processes to provide better customer service, more effective decision-making, simpler processes, time and work efficiencies, and streamlined access to information. This structured approach includes 12 projects such as customer relations and the development of a pricing model for GTA services.

GTA and DHR collaborate on technology assessment

GTA worked with DHR to develop options for providing real-time access to information from DHR's child case management system. The assessment detailed possibilities for integrating and enabling electronic access to child case files for caseworkers, judges and court workers. GTA is assisting DHR in developing a document for the federal government explaining the need for a statewide automated child welfare system.

GTA helps guide student information system planning

GTA is providing technology expertise to an advisory committee appointed by the Governor to oversee the design and implementation of a comprehensive data collection and reporting system for K-12 public education in the state. GTA's enterprise architects have assisted in identifying strategic data management issues, understanding new technologies and studying the impact that technology could have in improving education. GTA is working with the Department of Education to review requirements for a request for proposal (RFP) for the data collection and reporting system.

Wireless Classroom Project helps to improve student performance

In 2003, two new Georgia middle schools joined the Wireless Classroom Project. GTA oversees the project, which provides teachers and students in the participating schools with laptops connected to their schools' network.

The project has shown positive results. After the first year, the original eight participating schools showed a greater improvement in average test scores than other schools during the 2001-2002 school year. The number of eighth grade students who met or exceeded the statewide standard for English, math and reading increased more than the statewide average.

GTA helps agency staff earn project management certification

GTA hosted study groups for state agency staff preparing to be tested for certification in project management. The groups included 22 participants from eight agencies. Over the past two years, more than 100 state employees have participated in the study groups held by GTA.

Said one participant, "I liked participating in a session with people from other areas within the state. We had good discussions regarding how different areas apply project management principles."

Smarter

Critical project reviews keep IT projects on track

A new review process aims to enhance the success of selected critical technology projects in state government. Through the reviews, a panel of senior executives in the Governor's office stays informed of project status, progress and any issues affecting the project. GTA works with agencies to assess projects and prepare for reviews.

The panel members are Jim Lientz, chief operating officer; Tommy Hills, chief financial officer; Tim Connell, director of the Office of Planning and Budget; and Tom Wade, GTA executive director and state CIO.

Current projects include:
- the upgrade of the state's Human Resources Management System at GTA
- Safe Futures, a child-welfare system, at the Department of Human Resources (DHR)
- the Bioterrorism Preparedness Program at DHR's Public Health Division
- the Student Information System at the Department of Education
- MultiHealthNet at the Department of Community Health

Dismantling of long distance system to save more than $1 million

Industry changes and advances in technology have made it more cost effective for the state to contract with private carriers for long distance service rather than maintain its own separate telephone system.

Further savings may be possible. Studies are underway to determine whether smaller circuits can be used on the existing private network since it now must carry only data and video and not telephone traffic.

Lower long distance rates

The dismantling of the state's long distance system helped make possible long distance rate reductions of as much as 70 percent for all state agencies, representing savings of $4.5 million in state funds. GTA announced the reductions in June 2003. Local service charges also are under review. In addition, GTA is making the procurement process more responsive to market conditions and to the desire for cost savings and enhanced competition.

$600,000 annual savings from disconnecting unused phone lines

After researching thousands of phone lines, GTA had more than 2,100 unused numbers disconnected and corrected billing for 700 lines.
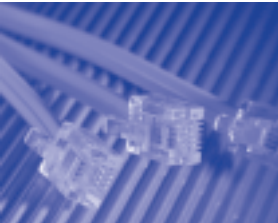
New technology at no extra cost

Modern mainframe storage at the data center maintains the same amount of data in less space using less power at no more cost than maintaining the old system.

$700,000 savings on hardware and software

GTA's negotiations for renewal of key contracts resulted in a savings of $700,000 over three years. The contracts cover hardware maintenance and software licenses for tools used by agencies and GTA.

Cost-effective statewide contracts

GTA helps agency IT directors and chief information officers use available enterprise/statewide contracts to avoid the inefficiencies and costs of multiple procurement processes and contracts. Enterprise contracts cover several categories, including copiers and fax machines, dial-up Internet access, Georgia Statewide Academic and Medical System (GSAMS), hardware, software, two-way radios, and a variety of services such as IT staffing, planning, portal development and specialized consulting.

Rebidding service and product contracts to ensure best value

GTA has developed technical requirements to rebid most telecom services and product contracts. Fourteen contracts were targeted for rebidding, and 13 additional contracts will be renegotiated.

MPLS trials underway to boost network speed and reliability

GTA is pursuing Multiprotocol Label Switching (MPLS) technology as an alternative to the state's wide area network. MPLS offers flexibility in connecting networks of varying data transmission sizes and speeds and enables network operators to divert and route traffic around link failures and bottlenecks. MPLS will increase network speed and reliability but cost no more than existing frame relay technology to operate. MPLS is also an important step toward convergence. It lays a solid foundation for transmitting voice, data and video together on a single network.

Four MPLS trials are underway. GTA is working with:
■ the Department of Revenue
■ the Department of Technical and Adult Education
■ the Georgia Bureau of Investigation
■ Georgia Public Broadcasting

GTA invited agencies to participate in developing a request for proposal (RFP) to replace frame relay with MPLS on the state's wide area network. The RFP will be released in February 2004.

Advanced Windows Environment to assist agencies

An Advanced Microsoft Windows platform created by GTA will allow agencies to develop and run Windows applications and common off-the-shelf packages in a managed environment. The infrastructure will be operated and managed by GTA in the data center. Agencies whose applications require an MS Windows Environment will be able to host their applications on enterprise class hardware and take advantage of managed IT services provided by GTA. The design provides greater reliability, availability and security than most agencies could provide individually.

Among the first projects under development is an application for DHR's Office of Vital Records. The project will centralize and integrate data for vital records documents to improve data entry and extraction, editing and workflow tracking. The new capability will be offered to other agencies in the future.

Enhanced disaster recovery services at a lower cost

One way GTA is ensuring the security of the state's computer platforms and applications is through a new contract for disaster recovery services. The contract provides greater coverage of the data center at a reduced cost and enables the state to conduct annual disaster recovery exercises for each of the four managed computing environments. The contract reduces the cost of disaster recovery services to the state—$900,000 per year less than the previous contract.

GTA helps DOR select system for collecting motor fuel taxes

GTA assisted the Department of Revenue (DOR) in evaluating vendor proposals for off-the-shelf software to collect and account for motor fuel taxes as mandated by state legislation. The new legislation requires that a prepaid state tax on motor fuels be collected by the fuel distributor.

Contract reduces cost of IT temps

A Web site and automated system have helped the state save an average of $8.00 per hour on temporary IT workers. While reducing the average cost, the contract with Venturi Technology Partners also relieves state and local government agencies of the administrative burden of recruiting and hiring temporary IT workers.

Quicker service on workers' comp claims

GTA is assisting the State Board of Workers' Compensation (SBWC) in moving from a totally paper-based operation to an online system to manage claims. The goal is to implement a system to allow for online filing of claims, electronic transfer of files and expedited scheduling for the 14,000 hearing requests the board handles each year, as well as claims referred to mediation and alternative dispute resolution.

> *"The online system will be faster and more accurate for employers, insurers and attorneys filing claims and, ultimately, for workers receiving payments. We could not be progressing as well as we are on this project without all of the assistance from GTA."*
> *Carolyn C. Hall, chair
> State Board of Workers' Compensation*

Seminars provide useful information to agencies

GTA conducted several seminars for agency staff covering topics such as using enterprise/statewide contracts to obtain competitive pricing and submitting technical review requests. An average of 38 agencies attended each session.

> *"The sessions were excellent. In addition to important guidance about statewide contracts and technical reviews, staff came away with valuable information about engaging GTA in the agency's procurement process. We refer to the handouts every week."*
> *Lowery Scarbrough, IT director
> Department of Revenue*

GTA begins public-private partnership for project management

GTA's Program Management Office and the Project Management Institute Atlanta Chapter created a corporate liaison program to strengthen relationships among organizations that supply project managers. The pilot program uses educational events to promote the discipline of project management and build professional skills and competency to enhance project success. More than 180 people attended a seminar, sponsored in part by GTA, to learn about increasing government success through effective project management. They came from 17 state agencies and four county/city governments.

Affordable media services support training and education

GTA provided professional media services, including training and information videos, for state agencies, technical schools, local governments and law enforcement. A 12-minute video produced for the State Board of Pardons and Paroles focused on helping parolees transition from prison back to community life.

> *"The cost effectiveness of GTA's video production was the only way our agency could afford to produce this piece...Thank you for the outstanding work."*
> *Milton E. "Buddy" Nix, Jr., chairman
> State Board of Pardons and Paroles*

Faster

Real-time tracking of data center operations

Using a Web site launched by GTA, agencies can check the performance of their computer applications and systems at the state data center. GTA technicians can spot emerging problems and work with the agency to take corrective measures before serious interruptions occur. The site also shows when specific tasks, such as systems maintenance and large print jobs, will take place. This advanced notice enables agencies to plan their work to minimize delays.

Flexibility on IT initiatives benefits agencies

Revised policy allows state agencies to approve IT initiatives under $50,000. All procurements have to meet GTA standards and are subject to audits by GTA. The change also was reinforced by recommendations from the Governor's Telecommunications and Technology Task Force.

Services people want when they want them

Georgians are using **www.georgia.gov**, the state portal launched by GTA, to gain access to government information and services—without waits or visits to state offices. In the portal's first year of operation, page visits increased from 1.4 million to 2.5 million every month.

- **Online driver's license renewal.** GTA worked with the Department of Motor Vehicle Safety to offer the first service to debut on the portal. In the first 18 months, almost 76,000 Georgians renewed their driver's license online or by phone without going to a state office.

- **Where's My Child's Check?** Parents use the portal more than 2,200 times each day to check the status of child support payments. Developed by the Georgia Department of Human Resources (DHR) and GTA, the service brings convenience to parents and increases productivity, allowing workers to spend more time collecting child support payments and less time on the telephone. Before the service was launched, more than a third of customer service calls to the child support unit concerned payment information. After only a few months, calls about payments accounted for less than 5% of all calls. Enhancements planned for 2004 will allow registered parents to obtain more detailed payment information, check their case status, update their address or employer information, make payments online and receive reminders about appointments and court dates.

"The automation of "Where's My Child's Check?" contributed to higher child support collections— an increase of $32 million—despite the recession and an inability to hire staff."
Robert Swain, deputy director
DHR Office of Child Support Enforcement

- **Online business registration.** Georgia business owners can obtain a state sales tax identification number and a Federal Employer Identification Number (FEIN) online. The separate processes used to take several days each. Now, business owners can get their FEIN immediately and their wait for a sales tax identification number has been reduced.

Georgia is one of two states selected to participate in the cross-jurisdictional pilot project to integrate online business registration and the FEIN application. More than 5,000 Georgia businesses have used the online service to apply for a sales tax identification number. The application uses a Web Services interface, and SBA is offering it to other states, estimating that small businesses could save $96 million annually by being able to use this integrated solution. Interest among states has been high.

- **Online business cards.** All state agencies and a growing number of local governments now have an online "business card," a basic Web presence on the portal. An increasing number of agencies, including DHR, the Office of the Inspector General, the Office of the Lieutenant Governor, State Roads and Tollway Authority and GTA have added their online content to the portal. GTA consults with agencies about developing their site within portal standards and provides quality assurance. Agencies also can use the Joining georgia.gov Guide, which includes information about the portal's content management system and a technical manual for programmers and developers.

Rapid response to users

The georgia.gov Contact Center answered more than 21,000 calls and 7,000 e-mail messages from portal users during its first year. More than 99% of all calls were answered within 20 seconds, and 99.8% of all e-mails were answered within 24 business hours.
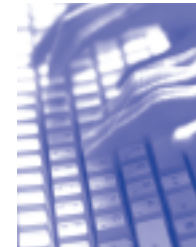
More counties able to offer online auto tag renewal

GTA has assisted 26 Georgia counties in offering online vehicle registration renewal. The participating counties represent more than half of all vehicles registered in the state.

GTA and DHR prepare to add more online services

GTA and DHR worked together to evaluate vendors to develop and deploy 19 applications to provide new services on the portal. The applications will support child welfare, child support, vital records and public health information.
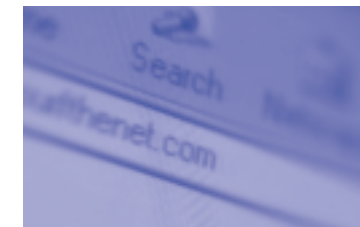
More Secure

Federal assistance for IT security

"Operation Picket Fence," a pilot project with the Department of Defense, brings federal assistance for security assessments of the state's firewalls and intrusion detection systems.

Agency personnel trained for IT emergencies and security measures

GTA's security "boot camps" aim to help standardize agency practices and encourage a coordinated approach, leading to better IT security throughout the state. More than 80 information security personnel from state agencies attended GTA's boot camps during the year. One participant called the rigorous four-day session, "…the best technical training course I've ever attended."

Technology protects network servers against hosting spam

GTA worked with agencies on how to check the configuration of their e-mail servers to ensure that they cannot be "hijacked" or used by an outside party. GTA also advised agencies about how to ensure that their servers have not been used to relay spam.

Digital Academy studies ways to secure state data and IT systems

Twenty-two participants from 11 state agencies worked together to set technical standards for storing and transmitting data across state networks. The effort is part of the most recent session of the Georgia Digital Academy, a learning program sponsored by GTA that brings state agencies together to develop technical solutions to common business problems.

Participants in the session explored the best ways to:
- separate data into categories according to the degree of protection required by federal and state laws;
- restrict access to only those agency positions with a business need for the data;
- set technical standards; and
- develop a plan to implement more stringent and consistent security procedures in their respective agencies.

GTA to participate in security for G-8 Economic Summit

GTA will be actively involved in the extensive planning, coordination and training among state, local and federal entities for the event in 2004.

Threat Management Center alerts agencies to possible attacks

GTA's Threat Management Center was established in 2003 to protect the state network and systems through threat management, mitigation and response technologies. The center uses a combination of intrusion detection systems and firewalls to detect and mitigate viruses, worms and malicious attacks on the state network backbone. The intrusion detection systems are like radar for the Internet, identifying suspicious or malicious network traffic. The firewalls can then restrict or block that traffic.

A new type of tool called security event management software integrates the numerous detection sensors to offer a more comprehensive view of the entire state network and gives engineers the ability to quickly determine the origin of potential attacks. Because of alerts disseminated by the center, agencies have been able to repair the vulnerabilities (through patches or upgrades) well in advance of possible attacks, and no serious damage has occurred.

Team formed to protect state's IT infrastructure

The Computer Security Incident Response Team was established to contain and investigate intrusions in the state's computer network. The team will report its findings on any major security incidents to GTA

leadership. The team will conduct periodic simulation drills to test readiness.

Support for bioterrorism planning

GTA worked with DHR on preparedness for bioterrorism. Funding was allocated by the Centers for Disease Control and Prevention and the Health Resources and Services Administration and targeted for first responders, public health, hospitals and education. GTA provided technical advice on standards, technologies and budgets.

VPN standard to support CJIS, HIPAA and teleworking

GTA is working with agencies to establish a new enterprise architecture standard for configuration and operation of virtual private networks (VPN). VPN technology can allow secure access to the state network through the Internet without the need for dedicated circuits or a separate network. VPN is required by law or regulation for secure transmission of a significant portion of the state's data, including financial and criminal justice information, information covered by the Health Insurance Portability and Accountability Act, and most teleworking.

Increasing security of taxpayer information

GTA provided consultation to the Georgia Department of Revenue (DOR) on a project to provide a security framework to protect DOR data from internal and external threats and conform to security requirements mandated by the IRS to protect all federal taxpayer information received and processed by DOR. Because Georgia meets federal security requirements, the state has access to Georgians' federal tax information. By comparing federal and state returns for any discrepancies, Georgia is able to collect an additional $49 million annually in state tax revenue.

Council targets GTA security matters

The newly established GTA Security Council documents and tracks security concerns throughout GTA divisions and offices. The council determines the security impact on GTA's technical environment as well as any effect on agencies.

Budget FY 2004

Revenues:

Current Year Appropriation	$21,714,652
Subtotal Appropriated Funds	$21,714,652
Current Year Revenues*	$178,501,103
Total GTA Generated Revenues	$178,501,103
Total Revenues	**$200,215,755**

Expenses

Personal Services	$55,315,263
Regular Operating	$5,370,000
Travel	$490,140
Motor Vehicle Purchases	$0
Equipment	$185,485
Real Estate Rentals	$4,151,132
Per Diem, Fees	$14,319,286
Contracts	$400,000
Telephone Billings	$82,323,000
Telecommunications	$6,000
Radio Billings	$501,019
Computer Charges and EDP Equipment	$33,673,324
Materials for Resale	$3,481,106
Total Expenses	**$200,215,755**

Revenue generated from state agencies for telecom and computer services and from sales of data.

Board of Directors

The GTA Board of Directors functions in much the same way as the board of a corporation. It oversees GTA's policies, approves the budget and also selects the GTA executive director and the state's chief information officer after considering a recommendation from the Governor.

The board is composed of 12 members. The Governor appoints seven members, the Lieutenant Governor and the Speaker of the House appoint two members each, and the Chief Justice of the Georgia Supreme Court appoints one non-voting member. They serve staggered, three-year terms.

The Governor designates a member of the board to serve as chair.

All members must be employed in the private sector and have high-level experience in managing large IT enterprises.

Board members

(as of December 2003, with three vacancies)

James D. Lester III, *Board Chairman*
Chief Information Officer, AFLAC, Inc., Columbus

Andrew Barclay, *Ex-officio member*
Technical Consultant, ChildWelfare.net, Atlanta

The Honorable L. Keith Brady
Mayor, City of Newnan

Roy H. Fickling
President, Fickling and Company, Macon

Hugh Kaplan
Ascential Software, Alpharetta

Wayne H. Lazarus, *Board Secretary*
Attorney, Stokes, Lazarus & Carmichael LLP, Atlanta

Jacinta (Jay) C. Miller
Director of Testing Services,
Total System Services, Inc., Columbus

Connell Stafford
Vice President for Corporate Affairs, retired
The Coca-Cola Company, Atlanta

Cheryl N. Taylor
Production Support Manager,
AGL Resources, Atlanta

Organizational Structure

GTA has a 12-member board of directors and a chief information officer, who also serves as GTA's executive director. The authority has four divisions and eight offices.

Divisions:

Information Resources. Responsible for operation of the state data center, which provides around-the-clock support for more than 125 state computer systems for 100 agencies. Supports critical systems such as those used for law enforcement, child support payments, eligibility for family assistance and driver's licenses, as well as personnel, payroll, purchasing, invoice payments, billing and revenue collections. Advises agencies on security operations and established production acceptance standards for software applications. Operates a Web site that provides agencies with the current status of systems, along with production schedules and other information.

Telecommunications. Oversees operation of the telecom network serving all state agencies and many local governments throughout Georgia. Services include local and long distance telephone, statewide paging, data transport, video teleconferencing and distance learning. GTA operates the third largest telephone system in Georgia.

Financial. Responsible for management of GTA's operating budget, review of state agency IT budgets, procurement, asset management, accounts payable, accounts receivable, rate setting, billing and management of statewide financial systems. Assists state agencies in acquiring IT goods and services and managing contracts.

GeorgiaNet. Manages the state's Web presence (**www.georgia.gov**) and is responsible for developing, implementing and maintaining Georgia's government portal, software applications and architecture, and reusable software components. Also provides technical support for the bulk sale of data, a primary source of revenue for GTA, and makes it possible for state and local governments to accept electronic payments over the Web, primarily by credit card.

Offices:

Office of Technology. Responsible for establishing enterprise architecture standards and policies, as well as providing government agencies direction on important technology initiatives. Provides leadership to the Digital Academy and the Wireless Schools Project.

Office of Information Security. Responsible for security architecture, policies and compliance; issues information technology security policies; manages security operations for the state's Internet backbone and establishes enterprise security training. The office also performs project and RFP reviews, provides agency consulting, and leads the Information Security Officers (ISO) Working Group, composed of state agency ISOs.

Office of External Affairs and Business Development. Works with local governments, private institutions and professional and trade associations to create strategic alliances to promote the use of technology. Promotes the state's IT initiatives and manages sales and marketing of GTA services to customers outside state government. Offers local governments access to IT products and services at a reduced cost.

Program Management Office. Provides oversight and consultation on technology projects exceeding $1 million. Program management processes and risk mitigation strategies help to prevent project failures and cost overruns.

Office of Account Management. Serves as GTA's primary interface for state agencies. Account managers work collaboratively with agencies to determine their IT needs based on a clear understanding of business functions. Account managers develop viable solutions for agencies using GTA resources and manage resolution of service delivery problems. The systems engineering team provides technical consultation on implementing cost effective technology solutions that meet GTA technical standards and policies.

GTA's other offices include **Communications, General Counsel** and **Human Resources.**

Goals

- Increase productivity of government.
- Lead a collaborative effort of state agencies to define and implement a technology-enabled government.
- Help agencies achieve their goals by providing trusted advice and reliable services.
- Ensure accountability as good stewards of the public trust and public funds.
- Develop IT strategies that enhance the way Georgians live, work and raise their families.

Principles

Lead by example. Demonstrate our value through our actions and achievements.

Communicate effectively. Timely and effective communication is essential to everything we do.

Engage. Listen to and respect others.

Reach high. Create an environment that stimulates learning, growth and creativity.

Act with courage to do the right thing. Take appropriate risks and challenge convention in the best interest of the state.

Add value. Always choose the course that adds value.

Be fiscally responsible. Act ethically and responsibly as good stewards of the public trust and public funds.

Act with the end in mind. Look to the future while addressing solutions for today.

Succeed together. We work best when we work together and have the resources and environment to succeed.

Seek diversity. We value a diversity of experience, perspective and background.

Be accountable. Own the solution and take responsibility for our actions.

Earn trust. Do what we say we are going to do.